

Inspector General's Survey of the JOT Program

	<u>IG Recommendation</u>	<u>ADCI Action</u>	<u>Status as Reported by OTR</u>
A	It is recommended that the Director of Training be commended in recognition of the significant accomplishments inherent in the growth and success of the JOT Program from its inception to its present status as the first effective career development mechanism in the Agency.	Approved	
B. 1.	Certain deficiencies were noted in the present JOT Program during the survey and should be corrected coincident with the expansion recommended in this report. It is recommended that:	Approved	
a.	The DD/S instruct the Director of Training to prepare an Agency regulation defining the purposes and objectives of the new expanded "Career Management Program" (formerly the JOT Program), establish its scope, and define Agency responsibilities for its conduct as outlined in Section III.C., Page 14, of this survey report.		[redacted] on the JOT Program has been published as of 15 August 1956.
b.	Subject to approval of the recommendations in this report, the Director of Training prepare a written brief for these consultants which will define their	Approved	(b. and c.) Thirty University Consultants were briefed on the Program during their meetings at Headquarters 3, 4, and 5 October 1956, and

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functions in detail. These instructions should be supplemented by specific briefing at the next Washington meeting of the consultants.		the recruiters were briefed the following week. Written and verbal statements of the desirable qualities sought in JOT candidates have been given the Consultants and recruiters.
c. The Director of Training and the Director of Personnel jointly establish uniform written standards to govern the recruitment approach to prospective employees.	Approved	
d. The DCI direct that Agency sponsorship of the military service of draft eligible JOT candidates be terminated; if such termination is not approved; then Agency recruiters should be given precise and decisive instructions that such sponsorship is not to be considered as a reward for accepting Agency employment.	Termination disapproved. DD/S comment noted. DD/S comment: Do not concur that sponsorship of military service be terminated. It is recognized that mistakes have been made in the past, but measures have been taken which I believe will prevent their recurrence. In order to make a final determination of the amount of profit to the Agency, I propose that the military part of the program be continued for one year, and then re-evaluated. Recruiters will be given precise and decisive instructions that such sponsorship is not to be considered as a reward for accepting employment.	Sponsorship of military service continues. The situation is complicated by the effects of reductions in draft calls and in the numbers of draft eligibles who are not called for service.

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e. The Director of Training place increased emphasis on the selection and recruitment of non-Caucasian trainees for inclusion in the Program; such action to be predicated on clearly established prior requirements.	Approved	The Director of Personnel has been notified that the Office of Training continues its interest in the employment of qualified non-Caucasians.
f. The DCI direct the establishment of quotas to govern the recruitment of career trainees for each of the three major components of the Agency, i.e., DD/P, DD/S, and DD/I; such quotas to be directly proportionate to the professional attrition rate of each component.	Approved as covered in the DD/S comment. DD/S comment: Concur that quotas should be established, but I do not see that they can be other than broad estimates only. Because of the long time which elapses between recruitment and final placement, the identification of specific requirements and detailed qualifications is most difficult. However, I agree on the desirability of bringing in the maximum number of professional personnel, and shall make as specific estimates as possible in line with the aims of the program.	Quotas or estimates of Agency needs two years hence as a guide to recruitment of JOTs have not been established as yet.
g. The Director of Training, on the basis of factors gained during the conduct of the Program thus far, establish a maximum period of training with the option of extension to accommodate training in unusual foreign languages or specialized area orientation.	Approved.	[] establishes the normal training period for JOTs as approximately two years.

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<u>IG Recommendation</u>	<u>ADCI Action</u>	<u>Status as Reported by OTR</u>
<p>C.1. The transition and expansion of the present JOT Program as outlined in this report is to be accomplished in two separate phases. Implementing recommendations are as follows:</p> <p>a. Phase I: it is recommended that:</p> <p>(1) The Director of Training and the Director of Personnel jointly develop written tentative forecasts of the professional personnel needs of each of the three major Agency components and that this forecast be used insofar as possible to govern the future recruitment of JOT Candidates for an expanded career development program.</p> <p>(2) The Director or Deputy Director authorize an increase to 200 positions of the 100 position T/O now authorized the JOT Program to accommodate the increased number of trainees, and that the current arrangement for the temporary double slotting of career graduates be continued.</p>	<p>Approved</p> <p>Approved as covered in DE/S comment. DD/S comment: One hundred additional positions could not be filled at once. To avoid an artificial situation, I plan to authorize additional positions as they become necessary. The Director of Training and the Director of Personnel have been instructed to recruit JOTs without regard to ceiling.</p>	<p>No forecasts of professional needs of each of the three major Agency components have been developed as yet.</p> <p>Personnel on the rolls of the Program number: 99 "normal" JOTs 10 transferred from the JCD Program 22 military attached to Hqs. 10 military in military training 141 total, of whom 109 are civilians</p> <p>On 11 October 1956, the Deputy Director (Support) was advised of the need for additional slots as directed in his memo of 21 Dec 55 to the Director of Training. There are now thirty-five candidates in process.</p>

<u>IG Recommendation</u>	<u>ADCI Action</u>	<u>Status as Reported by OTR</u>
C.I.a. (3) The present T/O of the JOT Division in OTR be increased by five positions, three individuals of professional grade to be selected one each from the offices of the DD/S, DD/P and DD/I on the basis of their experience and knowledge of these components and the remaining two to provide necessary clerical support.	DD/S will make such staffing adjustments as are necessary to administer the program effectively.	The DD/S approved the increase in T/O of the staff of the JOT Program by four positions on 16 October 1956. Classification of these positions has not been completed.
(4) The present T/O of the Assessment and Evaluation Branch of OTR be increased by two professional and one clerical positions to absorb the added work load.	Comment for C.I.a.(3) above, applies.	The DD/S has approved the increase in T/O of the Assessment and Evaluation Branch by two positions.
(5) The Junior Career Development Program be terminated and its career development mission absorbed by the expanded JOT Program.	Approved.	Ten incumbents of slots in the Junior Career Development Program were transferred to the jurisdiction of the JOT Program on 7 October 1956.
(6) The present JOT Program be renamed "Career Management Program" and the new name be adopted by the present JOT Division in OTR.	Disapproved DD/S Comment: Do not concur in the proposed renaming of the JOT Program. The term "Career Management Program" will lead to confusion inasmuch as all components are engaged in Career Management and have "Career Management Officers" who are in no way related to this program. At the present stage of development, I do not see the merit of changing a name which is just beginning to be well known in the Agency.	

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<u>IG Recommendation</u>	<u>ADCI Action</u>	<u>Status as Reported by OTR</u>
<p>C.I.B. Phase II: It is recommended that:</p> <p>(1) Subject to a reappraisal of the effectiveness of Phase I by the Inspector General, further expansion of the Career Management Program be considered as follows:</p> <p>(a) Consolidation of the Office of Training and the Office of Personnel into one central Office of Personnel and Training to be headed by one director with deputies for its two principal functions.</p> <p>(b) The creation of a Career Management Division in the new office to assume responsibility for all aspects of the Agency's career management function including recruitment, psychological assessment and evaluation, consultation and guidance, placement and subsequent career development.</p>	<p>Disapproved. DD/S Comment: Do not concur in the proposed Phase II, as stated above.</p>	

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I.G.'s Survey of the JOT Program

RECOMMENDATION A. General

It is recommended that the Director of Training be commended in recognition of the significant accomplishments inherent in the growth and success of the JOT Program from its inception to its present status as the first effective career development mechanism in the Agency.

ADCI ACTION: Approved

RECOMMENDATION B. Deficiencies

1. Certain deficiencies were noted in the present JOT Program during the survey and should be corrected coincident with the expansion recommended in this report. It is recommended that:

a. The DD/S instruct the Director of Training to prepare an Agency regulation defining the purposes and objectives of the new expanded "Career Management" Program (formerly the JOT Program), establish its scope, and define Agency responsibilities for its conduct as outlined in Section III.C., Page 14, of this survey report.

ADCI ACTION: Approved

RECOMMENDATION B.

1. b. Subject to approval of the recommendations in this report, the Director of Training prepare a written brief for these consultants which will define their functions in detail. These instructions should be supplemented by specific briefing at the next Washington meeting of the consultants. (Page 15)

ADCI ACTION: Approved

RECOMMENDATION B.

1. c. The Director of Training and the Director of Personnel jointly establish uniform written standards to govern the recruitment approach to prospective employees. (Page 16)

ADCI ACTION: Approved

RECOMMENDATION B.

1. d. The DCI direct that Agency sponsorship of the military service of draft eligible JOT candidates be terminated; if such termination is not approved, then Agency recruiters should be given precise and decisive instructions that such sponsorship is not to be considered as a reward for accepting Agency employment. (Page 17)

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DD/S Comment

Do not concur that sponsorship of military service be terminated. It is recognized that mistakes have been made in the past, but measures have been taken which I believe will prevent their recurrence. In order to make a final determination of the amount of profit to the Agency, I propose that the military part of the program be continued for one year, and then re-evaluated. Recruiters will be given precise and decisive instructions that such sponsorship is not to be considered as a reward for accepting employment.

ADCI ACTION: Termination disapproved. DD/S comment noted.

RECOMMENDATION B

L. e. The Director of Training place increased emphasis on the selection and recruitment on non-Caucasian trainees for inclusion in the Program; such action to be predicated on clearly established prior requirements. (Page 17)

ADCI ACTION: Approved

RECOMMENDATION B

1. f. The DCI direct the establishment of quotas to govern the recruitment of career trainees for each of the three major components of the Agency, i.e., DD/P, DD/S and DD/I; such quotas to be directly proportionate to the professional attrition rate of each component. (Page 19)

DD/S Comment

Concur that quotas should be established, but I do not see that they can be other than broad estimates only. Because of the long time which elapses between recruitment and final placement, the identification of specific requirements and detailed qualifications is most difficult. However, I agree on the desirability of bringing in the maximum number of professional personnel, and shall make as specific estimates as possible in line with the aims of the program.

ADCI ACTION: Approved as covered in the DD/S comment.

RECOMMENDATION B

1. g. The Director of Training, on the basis of factors gained during the conduct of the Program thus far, establish a maximum period of training with the option of extension to accommodate training in unusual foreign languages or specialized area orientation. (Page 21)

ADCI ACTION: Approved

RECOMMENDATION C.

1. The transition and expansion of the present JOT Program as outlined in this report is to be accomplished in two separate phases. Implementing recommendations are as follows:

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RECOMMENDATION C.

1. a. Phase I: it is recommended that:

(1) The Director of Training and the Director of Personnel jointly develop written tentative forecasts of the professional personnel needs of each of the three major Agency components and that this forecast be used insofar as possible to govern the future recruitment of JOT Candidates for an expanded career development program. (Page 26)

ADCI ACTION: Approved

RECOMMENDATION C.

1. a. (2) The Director or Deputy Director authorize an increase to 200 positions of the 100 position T/O now authorized the JOT Program to accommodate the increased number of trainees, and that the current arrangement for the temporary double slotting of career graduates be continued. (Page 26)

DD/S Comment

One hundred additional positions could not be filled at once. To avoid an artificial situation, I plan to authorize additional positions as they become necessary. The Director of Training and the Director of Personnel have been instructed to recruit JOTs without regard to ceiling.

ADCI ACTION: Approved as covered in DD/S comment.

RECOMMENDATION C.

1. a. (3) The present T/O of the JOT Division in OTR be increased by five positions, three individuals of professional grade to be selected one each from the offices of the DD/S, DD/P and DD/I on the basis of their experience and knowledge of these components and the remaining two to provide necessary clerical support. (Page 27)

ADCI ACTION: DD/S will make such staffing adjustments as are necessary to administer the program effectively.

RECOMMENDATION C.

1. a. (4) The present T/O of the Assessment and Evaluation Branch of OTR be increased by two professional and one clerical positions to absorb the added work load. (Page 27)

ADCI ACTION: Comment for C 1 a (3) above, applies.

RECOMMENDATION C.

1. a. (5) The Junior Career Development Program be terminated and its career development mission absorbed by the expanded JOT Program. (Page 28)

ADCI ACTION: Approved

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RECOMMENDATION C

1. a. (6) The present JOT Program be renamed "Career Management Program" and the new name be adopted by the present JOT Division in OTR. (Page 28)

DD/S Comment

Do not concur in the proposed renaming of the JOT Program. The term "Career Management Program" will lead to confusion inasmuch as all components are engaged in Career Management and have "Career Management Officers" who are in no way related to this program. At the present stage of development, I do not see the merit of changing a name which is just beginning to be well known in the Agency.

ADCI ACTION: Disapproved

RECOMMENDATION C

1. b. Phase II: It is recommended that:

(1) Subject to a reappraisal of the effectiveness of Phase I by the Inspector General, further expansion of the Career Management Program be considered as follows:

(a) Consolidation of the Office of Training and the Office of Personnel into one central Office of Personnel and Training to be headed by one director with deputies for its two principal functions.

(b) The creation of a Career Management Division in the new office to assume responsibility for all aspects of the Agency's career management function including recruitment, psychological assessment and evaluation, consultation and guidance, placement and subsequent career development. (Page 30)

DD/S Comment

Do not concur in the proposed Phase II, as stated above.

ADCI Action: Disapproved.

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